



EFFECTIVENESS OF TRAINING AND DEVELOPMENT PROGRAMMES OF PUBLIC SECTOR BANK EMPLOYEES IN MAYILADUTHURAI TOWN

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Abstract

In India the banking industry becoming more competitive than ever, private and public sector banks are competing with each other to perform well. The executive of the bank are now in the position to modify their traditional human resources practice in to innovative human resources practices in order to meet the challenges from other complete banks. It is aimed to bring out those innovative and best human resource practices developed and found successful that made them more competitive in the present competitive banking environment in the various human resource areas where they want to gain complete advantage over the rival banks in order to attract and retain the talents and to differentiate their human resource practices and other services than the competitive banks.

Keywords:- Human Resource Management, Banking, Public Sector Bank.

INTRODUCTION

The Human Resource Development department has to play a more proactive role in shaping the employees to fight out the challenges. The banks not only have to make plans and policies and devise strategies, the actual functionaries have to show willingness, competence and effectiveness in executing the said policies and strategies. In commercial organizations like banks, HRD departments have the advantages of not being excessively burdened with day-to-day problems of running the banks or ensuring profitability of individual transactions. They are in positions to take strategic and long term view of the competitive advantage of human resources as well as identify areas of professional weaknesses to rectify well before any damage takes place in the organization. Indeed they have the golden opportunity to implement the desired human resource policies to improve and strengthen the organization to withstand the onslaught of fierce competition in future. Based on the prospective, an attempt has been made to highlight the factors which, if implemented, may lead to substantial transformation of banks to compete in an environment of risk and uncertainty.

REVIEW OF LITERATURE

Banking is prime mover in the economic development of nation and research is so essential to improve its working results. The management without any right policy is like building a house on sand". It means effective management always needs a through and continuous search into the nature of the reasons for, and the consequences of organization. In line with this, some related earlier studies conducted by individuals and institutions are reviewed to have an in depth insight into the problem and exploring the reformation of banking policy an overall view of a few studies is presented below. Branch expansion is a thrust for economic development. Sharma said "The expansion of banking facilities was uneven and lopsided, and banks were concentrating their operations in metropolitan cities and towns. A fairly large number of rural and semi urban centre's with reasonable potentialities of growth failed to attract the attention of commercial banks. As far the deposit mobilization in the rural area is concerned, much remains to be done".

V.N.Saxena stated that "Improvement in the systems and procedures of inspection of stocks, maintenance of stock register is required. Reforms should be initiated in extension of sponsorship schemes, recovery and consultancy".

S. Chandran stated that " Legal action should not be the inevitable last step in the process; branches should be educated to evaluate this option for recovery, like any other option, objectively before launching the same. Building up an information infrastructure at the apex level first and at the lower tiers subsequently should be initiated."



Madhu Lincoln, Ramakrishna and Venu Gopa Rao, conducted a study on “ on HRM practices in the public sector and private sector banks should be revised there by making them more competitive in this challenging era of globalization”.

NEED FOR THE STUDY

The last decade, which marks the era of liberalization and reforms in the country, has been an eventful one for the banking industry changing for the face of the industry far beyond recognition. Technology has brought in substantial changes in banking in terms of customer services and new product innovations. The introduction of voluntary Retirement Scheme (VRS) in public sector banks demonstrated the resolve of the banking sector to take hard decisions to gear up themselves in term of human resources for today’s highly competitive environment. On the other hand private sector banks are more dynamic in adopting latest human resources practices.It is in this scenario that a study on Effectiveness of training and Development Programs with specific reference to bank Employees in Mayiladuthurai town is to be examined.

OBJECTIVES OF THE STUDY

The following are the objectives of the study

1. To study about the training and development programmes offered by the banks for that employees.
2. To evaluate the effectiveness of the training and development programmes.
3. To ascertain satisfaction levels of employees on improving the present system.
4. To seek the suggestions from the employees on improving the present system.

METHODOLOGY

Mayiladuthurai town has been selected for the purpose of primary data collection, to carry out the objectives. The researcher has used both primary and secondary data. Survey method has been followed for this study. The secondary data and information have been collected from various sources like business newspapers, journals, magazines, RBI Report publications, IBA publications, NIBM publication, ect. Primary data collected through a structured questionnaire from the employees of banks. The simple random sampling technique has been employed in this study.

Sampling Method

Stratified random sampling method has been followed in this study.

DETAILS OF THE STUDY

Designation	Sample size
Managers	12
Officers	27
Clerk and other lower cadets	11
Total	50

Source: Primary Source

Limitations of the study

In a study of this magnitude though, meticulous care has been taken in each and every aspect of study. Certain limitations are likely to be there in this study.

1. Some respondents were not aware of certain procedures and aspect of HRM.
2. A few respondents were hesitant to give details.
3. There might be a sense of bias crept in awareness given by the respondents.
4. Sample size taken under in the mayiladuthurai Town.

EMPLOYEE TRAINING

Training is the process of teaching the new and/or present employees the basic skills they need to effectively perform their jobs. Alternatively speaking, training is the act of increasing the knowledge and skill of employee for doing his/her job. Thus, training refers to the teaching and learning activities carried on for the primary



Purpose of helping members of an organization to acquire and also to apply the required knowledge, skill and According to Edwin B. Flippo, “training is the act of increasing the knowledge and skills of an employee for doing a particular job”.

In the opinion of Michael J. Jucious, “training is any processes by which the attitudes, skills and abilities of employees perform specific jobs are improved”.

Thus, it can be concluded that training is a process that tries to improve skills, or add to the existing level of knowledge so that the employees is better equipped to do his present job, or to moulds him to be fit for a higher responsibilities. In other words, training is a learning experience that seeks a relatively permanent change in an individual that will improve his/her ability to perform his job.

EFFECTIVENESS OF TRAINING AND DEVELOPMENT PROGRAMMES

The effectiveness of training and development programmes with reference to bank employee in mylaiduthurai town were discussed and analysed.

Table- 1, Details of Training and Development Programmes Attend

No.of. Programmes	Sample Size	Percentage
Less than - 3	4	8
3 to 6	18	36
Above 6	28	56
Total	50	100

Source: Primary Data

It can be inferred from the above table that, majority of 56% of the employees have attended more than 6 training and development programmes, 36% of the employees have attend more than 3 and less than 6 training and development programmes and 8% of the employees have attend less than 3 training and development programmes.

Table- 2, Opinion about the Necessity of Training and Development Programmes

Opinion	Sample Size	Percentage
Strongly Agree	34	68
Agree	14	28
Fair	2	4
Total	50	100

Source: Primary Data

It can be understood from the above table that, majority of 68% of the employee strongly agreed about the necessity of training and development programmes, 28% of the have agreed about necessity of training and development programmes, 4% of the employees have agreed to fair about the necessity of training and development programmes.

Table- 3, Towards Trainers Experience

Opinion	Sample Size	Percentage
Excellent	29	58
Good	19	38
Fair	2	4
Total	50	100

Source: Primary Data



It can be seen from the above table that majority of 58% of the employees rated the trainers experience as excellent, 38% of the employees rated as the trainers experience is good and 4% of the employees rated as the trainer’s experience is fair.

Table- 4, Towards Trainers Style and Delivery

Opinion	Sample Size	Percentage
Excellent	26	52
Good	19	38
Fair	5	10
Total	50	100

Source: Primary Data

It can be visualized from the above table that, majority of 52% of the employees rated trainers style and delivery as excellent, 38% of the employee rated trainers style delivery as good and 10% of the employees rated trainers style and delivery as fair.

Table -5, Towards Trainers about Creating a Training Atmosphere

Opinion	Sample Size	Percentage
Excellent	28	56
Good	18	36
Fair	4	8
Total	50	100

Source: Primary Data

It can be understood from the above table that majority of 56% of the employees rated trainers creating a learning atmosphere as excellent, 36% of the employees rated trainers created learning atmosphere as a good and 8% of the employees rated trainers created learning atmosphere as fair.

Table -6, Rating Towards Improvement in Decision Making

Opinion	Sample Size	Percentage
Excellent	16	32
Good	27	54
Fair	7	14
Total	50	100

Source: Primary Data

It can be identified from the above table that ,majority of the employees given a rating for improvement in decision making skills a good, 32% of the employees given a rating for improvement in decision making skills as excellent and 14% of the employees given a rating for improvement in decision making skills as fair. And 52% of the employees rated trainer’s style and delivery as excellent, and 56% of the employees rated trainers creating a learning atmosphere as excellent.

Table 1, Rating Towards Improvement in Decision Making

Opinion	Sample Size	Percentage
Excellent	15	30
Good	30	60
Fair	5	10
Total	50	100

Source: Primary Data



It can be observed from the above table that majority of 60% of the employees given a rating for improving team effectiveness as good, 30% of the employees given a rating for improving team effectiveness as excellent and 10% of the employees given rating for improving team effectiveness as fair.

FINDINGS

A majority of 68% of the employees has attended more than 6 training and development programmes, and 68% of the employees strongly agreed about the necessity of training and development programmes, 58% of the employees rated the trainer's experience as good and 38% of the employees rated the trainer's experience as excellent, and 60% of the employees given a rating for improvement in coordination among the employees as good.

SUGGESTIONS

Decentralization of training will make the training convenient for employees. Managers who are at high levels are trained in restricted numbers of training centers which are located in a few states of India that makes training convenient for employees living far off regions. And update employee's knowledge and skill suitable training must be provided at a regular intervals i.e in a year or as per the requirement to keep the employees updated. Training and development should also include more about upgrading their social behaviour as they connect to various clients belonging to various social background society, as they need to intermingle with different colleagues during transfer and delicious. All the banks whether private or public should share their training learning techniques as a separate body, it should provide standardized and uniform training so that young people will not get tangled up in "different bank different training".

CONCLUSION

It is concluded that private and public sector Indian banks undertake training and development programmes for their employees to increase their efficacy. Banks provide training programmes to enhance their knowledge and skills to satisfy the customers. Growth of banking sector in India is the result of skilled manpower which is the outcome of training and development.

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